



**IMPLEMENTATION PLAN**  
**2018 Progress Report**  
KENDALL SQUARE  
URBAN RENEWAL AREA  
**2016 - 2020**



CAMBRIDGE  
REDEVELOPMENT  
AUTHORITY



The Cambridge Redevelopment Authority (CRA) was founded on November 12, 1956 pursuant to the authority granted by Massachusetts General Law Chapter 121B, § 3.

**CRA Board Officers**

Kathleen Born, Chair  
Margaret Drury, Vice Chair  
Christopher Bator, Treasurer  
Conrad Crawford, Assistant Treasurer  
Barry Zevin, Assistant Secretary

Thomas Evans, Executive Director

*MISSION: The CRA is committed to implementing imaginative, creative development that achieves social equity and environmental sustainability. Our goal is to work in the public interest to facilitate infrastructure investments and development projects that integrate commercial, housing, civic and open space uses. We are a public real estate entity with a unique set of development tools, working in close partnership with the City of Cambridge and other organizations.*

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**INTRODUCTION**

The Cambridge Redevelopment Authority's (CRA) Kendall Implementation Plan represents the scope of work to be accomplished between 2016 and 2020 in the Kendall Square Urban Renewal Plan (KSURP) area. The Implementation Plan shares many elements with the K2 Plan, a product of the City of Cambridge's K2C2 planning process, the 2014 CRA Strategic Plan and the 2017 Infill Development Concept Plan for the MXD District. It covers City projects, CRA programs, and private development affecting the public realm and community benefits within the district.

The projects listed in this Plan relate to the objectives stated in the KSURP and seek to positively impact the five focus areas identified as priorities for the future development of Kendall Square: transportation, open space, economic development, sustainability and housing. The Plan is intended to serve as a dynamic, living plan, and this progress report version provides an update on efforts made to implement the Plan's objectives.

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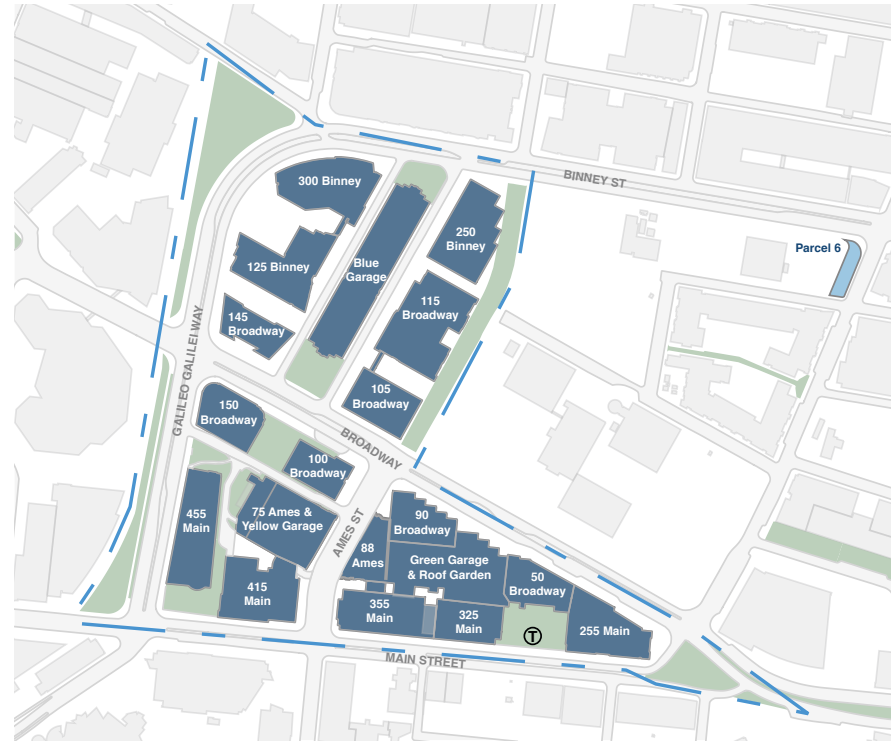
A map of the MXD District buildings and open space.

**OPPOSITE PAGE:**

Table: Current (2018) and future development totals within the MXD District

Photo Left: The Kendall Square(d) coUrbanize webpage, maintained by Boston Properties.

Photo Right: Attendees at the IDCP Phase II Public Forum hosted at 80 Broadway.



**CONTEXT**

Due in large part to the investments made in the urban renewal area over the past 50 years, Kendall Square has developed into one of the state's most important economic development engines and a national center for technological and biomedical innovation. While the KSURP originally included a federal NASA facility, (now the Volpe Center for Transportation) most of the building activity in the KSURP area over the past 30 years has been private development within the MXD District.

**K2 Plan**

The K2 Plan, published in December 2013 by the Cambridge Community Development Department (CDD), was the result of an extensive community-based planning and design process. The K2 Plan performed a comprehensive review of economic development opportunities, community needs, transportation issues, land use policies, and environmental and infrastructure conditions. The K2 Plan vision for Kendall Square set forth four implementation goals to guide future growth and investment.

- Goal #1 - Nurture Kendall's Innovation Culture
- Goal #2 - Create Great Places
- Goal #3 - Promote Environmental Sustainability
- Goal #4 - Mix Living, Working and Playing

These goals, along with the public realm improvements and zoning recommendations also described in the K2 Plan, provided the basis of the 2015 KSURP Amendment.

**CRA Strategic Plan**

During 2013-2014, the CRA embarked on a strategic planning process to determine the future direction of the CRA. It was a collaborative effort between the CRA Board and staff, with input from the City of Cambridge and many other stakeholders through CRA meetings, workshops, presentations, and online forums. The Strategic Plan was approved by the Board and published in July 2014, and includes the CRA's current mission and operating principles.

The 2014 CRA Strategic Plan highlights several areas where redevelopment activities could further the K2 Plan goals for Kendall Square. This implementation document serves as the work plan for Kendall Square, building off the 2014 Strategic Plan, and catalogs public and private investments within the KSURP.

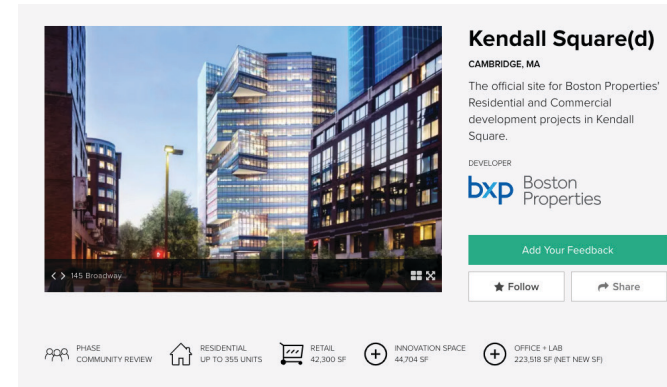
**Urban Renewal Plan & MXD Zoning**

The CRA worked for two years toward the adoption of Amendment 10 of the KSURP and the accompanying MXD Zoning petition, approved by the Cambridge City Council on December 21, 2015. These documents enable a mix of residential, commercial, and retail development reflecting the goals of the City's K2 Plan.

The KSURP Amendment and MXD Zoning provide additional development capacity along with a host of new requirements to provide public benefits leveraging commercial development. Some community beneficial land uses are exempt from the aggregate development cap. The KSURP Amendment also provided the CRA the opportunity to modernize the urban renewal plan's objectives consistent with the goals of the K2 Plan.

Land Use	Existing (2018)	Construction (2018)	Planned Infill Development (2018)	Total in KSURP
Office / R&D	2,502,819 SF	365,095 SF	330,068 SF	3,092,782 SF
Innovation	110,081 SF*	-	8,701 SF	118,782 SF*
Retail	124,789 SF	10,037 SF	-	133,439 SF
Hotel	435,356 SF	-	-	435,356 SF
Housing	197,107 SF	-	420,000 SF**	597,107 SF
<b>Total</b>	<b>3,260,071 SF</b>	<b>480,332 SF</b>	<b>730,068 SF</b>	<b>4,260,071 SF</b>

\* Exempt GFA - not included in total row \*\*Includes 20,000 SF of exempt middle-income housing



**Environmental Impact Report (EIR)**

As the KSURP Amendment required an approval from the state, a Massachusetts Environmental Protection Act certification of an EIR was required. The EIR conducted in-depth analysis of transportation, energy, water, and air quality impacts, and included a series of mitigation measures, listed within this Implementation Plan to track those obligations.

Many of these mitigations are already directly reflected in the KSURP Amendment and MXD Zoning. Most mitigations will be achieved through partnerships with city departments, local developers, non-profits, associations or a combination of those groups. Some mitigations may be completed quickly, while others may be long-term processes that require ongoing support.

**Infill Development Concept Plan**

The KSURP and MXD Zoning required the creation of an Infill Development Concept Plan (IDCP) for new development in the MXD District. The purpose of the IDCP is to provide context and analysis of future development proposals. The IDCP includes details of future buildings, site phasing plans, a transportation impact study, housing program, open space plan, streets and public infrastructure designs, and a sustainability plan. It sets the framework for future development in the KSURP area and outlines public investments that will benefit the neighborhood.

The CRA Board and Planning Board approved the IDCP as part of a Special Permit application in 2017, and in December of 2018 the Boards approved a major amendment for Phase II of the plan.



**Outreach**

The CRA launched a significant public engagement effort on the KSURP Amendment in 2015. This included a coUrbanize online public forum, presentations at community meetings, an interactive CRA public forum, an IDCP open house and a poster campaign to engage and extend the public audience. The CRA Board discussed the KSURP Amendment and MXD zoning petition at monthly meetings throughout 2015. Ideas and feedback from these public engagement efforts led to the creation and prioritization of projects for the CRA to pursue for the 2016-2020 Implementation Plan time-frame.

**2018 Progress Report Organization**

The Implementation Plan identifies five priority focus areas, transportation, open space, economic development, sustainability, and housing and neighborhood identity. Each focus area includes a summary discussion, metrics to report on, a chart explaining project activities, and a timeline identifying completion or anticipated completion of each project between the five-year time-frame. Continuous work is shown as a band across the full five-year period.

This updated plan serves as a report to inform the CRA's progress to implement the projects and objectives as outlined in the Implementation Plan. The document identifies each project's status as of December 2018, noting if the project is complete, partially complete, underway, under consideration or to be determined. New text on each project page has been formatted in *italics*. The update also includes data on the metrics identified for each focus area, with endnotes at the end of the document to provide details on data collection methodology.

For over 20 years transportation in Kendall Square has been carefully studied by the CRA and the City to assess if the transit-oriented goals of the urban renewal plan and transportation demand management programs were being met. Through traffic counts and tenant surveys the CRA has found that Kendall employees have consistently maintained high transit, bike and pedestrian commute patterns with a growing proportion of bicycle commuters, thus resulting in a low single occupancy automobile commute mode share to the area.

The original KSURP anticipated the need for wider streets to attract commercial investment in the area, and thus added vehicle lane capacity to the roadways in the area. Over the past few years, the CRA and the City have pursued retrofits of those streets to distribute more street right-of-way to a greater variety of transportation modes.

The 2015 EIR for the KSURP Amendment conducted extensive analysis of traffic, transit, pedestrian and bicycle access to the project area. The EIR includes a series of mitigations primarily designed

to increase street safety of all roadway users rather than increase roadway capacity. Commitments have been made by the City, Boston Properties and the CRA to enhance pedestrian safety and expand the bicycle infrastructure in the project area. Advanced Transportation Demand Management Programs and future expansion of the bus services are all measures seeking to direct trip generation to sustainable transportation modes.

To reinforce favorable mode splits for train and bus commutes, the KSURP established the Kendall Square Transit Enhancement Program (KSTEP) to provide a funding mechanism for transit investments in the area. The CRA and the City are also members of the MassDOT Kendall Square Mobility Task Force, which will inform KSTEP funding priorities.



Metrics:	2018	2020
Total Daily Vehicle Trips (Sept. 2018)	50,450	
Mode-Share %		
Walked	13%	
Biked	11%	
Drove	19%	
Took Transit	47%	
Carpooled	5%	
Worked from Home	5%	
Number of Bike-share Trips annually that:		
Began in KSQ	12,827	
Ended in KSQ	24,222	
Number of traffic incidents resulting in bike, ped or driver injuries (2017)	34	

THIS PAGE:  
Top: The CT2 turning from Broadway to Main Street in Kendall Square.

Bottom: The 6th Street Walkway bike-share dock. Bike-share has contributed to the significant increase in bicycle travel in Kendall.

**Projects**

**Grand Junction Path - Phase One**

The CRA with assistance from DPW and funding from MIT completed the initial phase of the Grand Junction multi-use path between Main Street and Broadway.

**Transit Screen on Kendall Plaza**

The CRA is assisting BxP's installation of a real-time transit information system, providing train and bus departure times. This is anticipated in the redevelopment of 325 Main Street.

**Increase Number of Bike Share Stations**

Bike-share stations have been added to Parcel 6, and Ames Street as part of BxP's 88 Ames residential project. Two other stations will be added as part of the 145 Broadway and 325 Main St. projects.

**KSTEP Transit Investment Plan**

The KSURP established a program to identify and provide funding for projects that provide measurable improvements to transit access to Kendall, including Red Line upgrades, bus route improvements and/or new service on the Grand Junction corridor.

**Galileo, Broadway, Binney Streetscape Redesign**

In collaboration with the City, the CRA redesigned Binney and Galileo Street around the perimeter of the MXD, and part of Broadway to add bike lanes and protected intersections. When implemented, these designs will fulfill an EIR recommendation.

**Ames Streetscape and Cycle-track**

As part of the 88 Ames Residential Project, BxP rebuilt Ames Street to include a two-way protected bike lane, a new bus shelter/stop and green space at the street corners.

**Survey and Design of Grand Junction Path**

The CRA and City are engaged in a cooperative effort to plan for the construction of the Grand Junction Path to connect through Cambridge from Boston to Somerville. The design will require thoughtful analysis of the right-of-way, neighboring properties and future transit uses in the corridor.

**Retiming of Five Intersections**

The EIR identified five intersections impacted by infill development that need to have signal timing adjustments. BxP's 145 Broadway Project and MITIMCo's NoMa/SoMa project will retime three of the five intersections in the next two years.

**Streetscape and Mid-Block Crossing of Broadway**

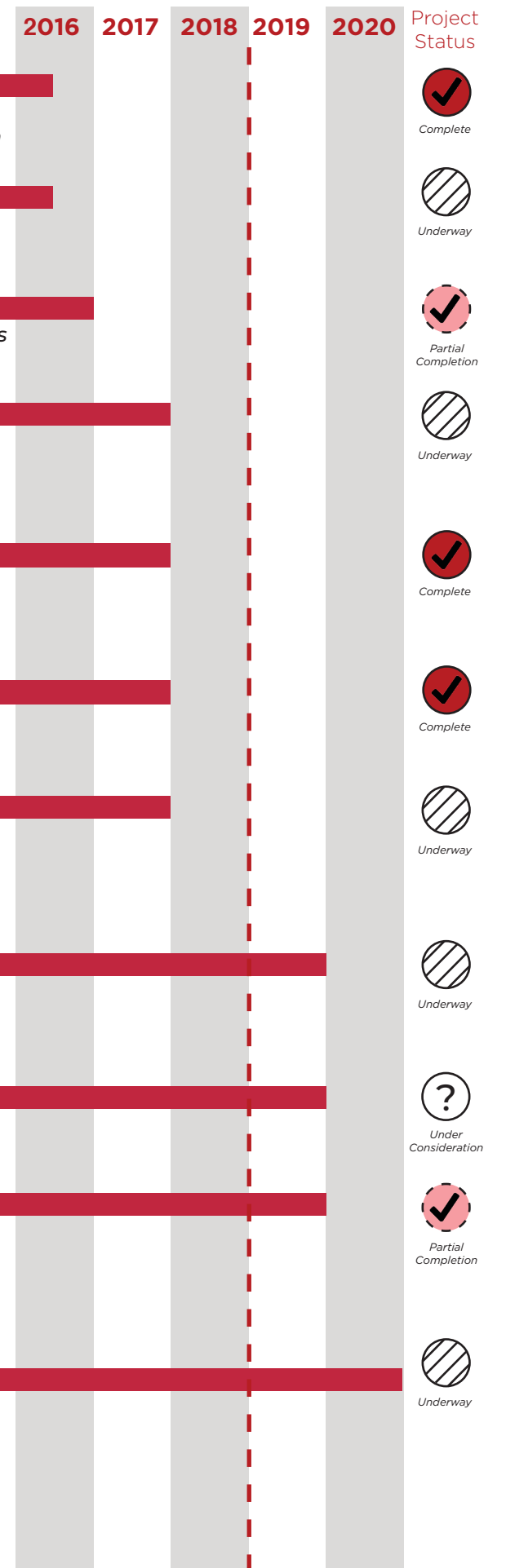
The CRA's redesign of Broadway includes a mid-block crossing. A temporary mid-block crossing was installed for the construction of 145 Broadway, and is being evaluated as a pilot.

**New Bike Parking in Kendall**

The 88 Ames Project added 296 weather protected bicycle parking spaces. An additional 300 spaces will be needed with future infill development. As creative high-density parking designs are needed to accommodate requirements, the CRA funded a prototype for a high-density bike parking solution being used in Kendall today.

**Enhanced Traffic Report**

Building off 20 years of Kendall Square traffic data, the CRA has developed an expanded scope of data collection and analysis to track the travel patterns within the KSURP Area.



An outcome of the K2 planning process was the recognition that the open space system in Kendall Square and Eastern Cambridge needs improvement through a more diverse, and lively system of parks, plazas, and pathways. The City followed up the K2 Plan with the undertaking of the Eastern Cambridge Kendall Square Open Space Planning Study (ECKOS) resulting in a design competition titled Connect Kendall. The goal was to create an interconnected network of public spaces accommodating a variety of activities spanning a continuum from more interactive to more personal public space experiences.

To advance those goals, the KSURP Amendment and MXD Zoning made modifications to the open

space requirements in the district. The lot by lot open space requirement was modified to establish a district wide program of public open space. The Infill Development Concept Plan includes a specific open space plan that outlines public programming for park spaces.

The CRA is working in close coordination with the City, BxP and other MXD landowners to transform existing open spaces into active vibrant public parks. The CRA is also working with BxP, the Kendall Square Association (KSA), the Cambridge Arts Council, and Cambridge Arts Center, to bring public art and engaging programming into public places in Kendall Square.

Metrics:	2018	2020
Area of Public Open Space (sf)	237,293	
Qualitative Park Survey Data	See appendix	
Average Daily Activity on Kendall Plaza	4,404 people	
Funds Invested in Park Upgrades	\$3,750,000	



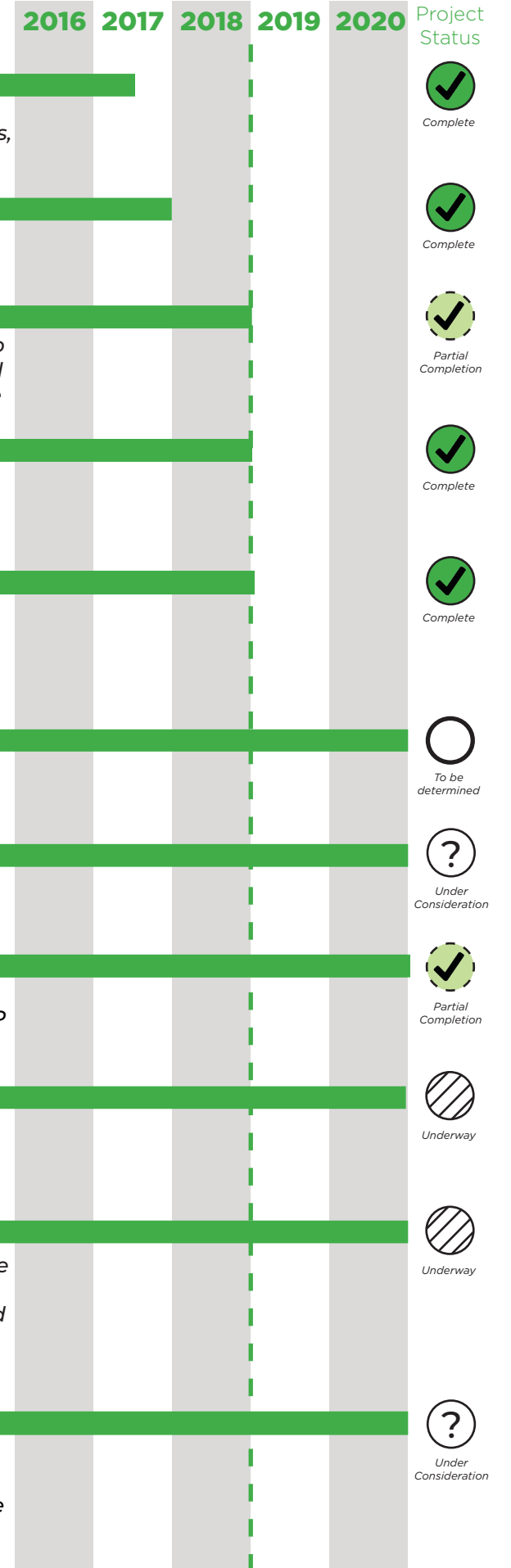
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Top: The renovated 6th Street Connector provides a scenic linear open space and a key multi-modal connection along the former Sixth Street right-of-way.

Bottom: Lunchtime at 3rd and Binney Street where visitors enjoy the Food Trucks, new seating and shade amenities.



**Projects**



The KSURP Amendment provides for 600,000 square feet of additional Gross Floor Area (GFA) for commercial development to meet the continued demand for office and R&D space in Kendall Square. The KSURP leverages this demand to create new commercial programs for ground floor retail and innovation office space. All buildings along retail corridors are mandated to provide active ground floor uses along 75% of their street frontage. Small scale retail areas, that include at least 25% local or independent operators, or a grocery store / pharmacy may be exempt from the commercial GFA cap in the KSURP and MXD Zoning. The CRA has also explored programs to target innovative, entrepreneurial uses of ground floor retail space in new and existing spaces.

New commercial buildings trigger a 10% requirement for innovation space designed as shared work space with short-term leases to incubate entrepreneurs, start-ups and scale-up companies. Up to 20% of the commercial space designated for such use is exempt from the commercial GFA cap, if at least 25% percent of the space utilization is set aside for below market rate access to the shared work environment. The CRA is working with the City to design a program to populate this space with local residents and businesses that would benefit from a lower barrier to enter into entrepreneur space and gain increased opportunities within the Kendall Square economy.

Metrics:	2018	2020
Total Employment	6,526	
Number of Retail Establishments	16	
Square Feet of Innovation Space	50,727 s.f.	
Number of start-up companies	11	



THIS PAGE:  
 Top: 145 Broadway under construction to become Akamai's new headquarters. The building will add 375,132 sf of infill office and retail GFA to the MXD District.  
 Bottom: The Foundry Building lobby at 101 Rogers Street. The CRA is working with the City to redevelop the building and has selected The Foundry Consortium as the building operator through an RFI/RFP process.



**Projects**

**Retail Plan - Grocery Store & Pharmacy**

MITIMCO has leased space for a grocery store and pharmacy as part of their NoMa/SoMa project. The CRA has tracked the leasing of retail spaces within the MXD district through a Retail Plan.

**Office and R&D Expansion**

MXD Zoning allows an additional 600,000 SF of office space to accommodate the growing technology and bio-technology cluster in Kendall. As of 2018, BxP's 145 Broadway building is under construction for Akamai, which will add 365,095 SF of office space, with additional development under review.

**Foundry Redevelopment**

The CRA has partnered with the City to redevelop the Foundry building, and has selected an operating partner to create a new center for innovation and creativity in the City-owned building. Construction will start in 2019 with completion expected in 2021.

**Market Rate Innovation Space**

In 2018, CIC opened their market rate innovation space in 245 Main Street. CIC provides start-up and scale up space for growing companies with short-term leases in shared workspace.

**Below Market Innovation Space**

25% of the total innovation space will be available at below market rents for tech focused workforce development programs. This Opportunity Space will increase the access for underrepresented community members to training opportunities in technology careers. The space is scheduled to open on the 8th floor of 255 Main Street in early 2019.

**Broadway Retail Expansion**

As part of BxP's 145 Broadway project, new retail space along the north side of Broadway will be created. Per the KSURP and MXD zoning, the new retail space will emphasize small-scale, independent retailers. The 2018 IDCP amendment identified 2 additional future retail locations in the MXD.

**Career Connections for the Community**

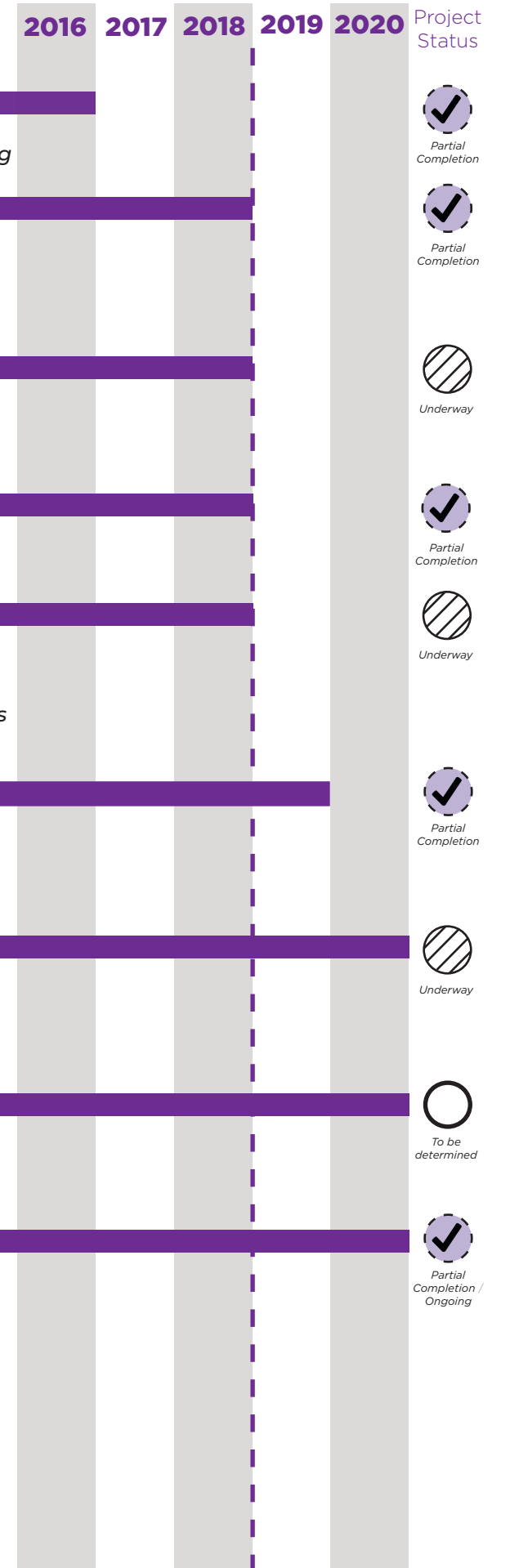
The CRA, in collaboration with the Department of Human Services, has sponsored a research program with the UMASS Donahue Institute to research who is accessing Cambridge's workforce development programs, to understand which populations may still need support

**Research Institute Expansion**

Both the Whitehead Institute and the Broad Institute seek to expand their research centers within the KSURP. The Whitehead is planning a 60,000 square foot expansion and the Broad seeks to convert 14,000 square feet of space into new offices.

**Kendall Square Association**

The CRA is an active participant in the KSA's work to promote the economic and community vitality of Kendall Square through stakeholder collaboration, district branding and local policy recommendations.



Kendall Square is already a model of smart growth with its burgeoning mix of uses centered around transit. To further enhance its sustainability features, convenient, affordable transportation options need to be expanded. The K2 Plan emphasized that new development opportunities should be utilized to create a healthier natural environment, including the reduction of resource consumption, waste generation and greenhouse gas emissions. The Kendall community needs to seize the opportunity of new growth to leverage the environmental and economic benefits of compact development.

The KSURP EIR undertook an analysis of resource impacts from potential new development including energy, water, and wastewater. Through the MXD Zoning, all new construction infill development shall achieve LEED Gold certification, and be solar ready. Redevelopment must meet the Department

of Public Works (DPW) standard for water quality management and the retention/detention of stormwater - low impact development (LID) strategies are particularly encouraged as a means to meeting these standard. The EIR commits new development to contribute to resiliency measures for new buildings and public infrastructure.

The CRA, Boston Properties, and Biogen participate in the Kendall Square Association's Ecodistrict Committee, to seek innovative solutions to district sustainability challenges that go beyond citywide regulations or individual property activities.

Metrics:	2018	2020
Energy Use per SF of Commercial Space - Avg weather normalized energy use - Avg total GHG emissions	233 (kBtu/ft <sup>2</sup> ) 23.19 (kgCO <sub>2</sub> e/ft <sup>2</sup> )	
Greenhouse gas offset from co-generation	37,450 metric tons of GHG emissions	
Stormwater tank capacity in the area	9,846 ft <sup>3</sup>	
Number of trees	418	



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Top: Grand Junction Park construction reused curbs from Main Street and trees from the Ames Street site. The CRA also uses natural / organic landscape maintenance techniques to care for the park's plantings.  
Bottom: Tree Canopy in the MXD District. Data from Cambridge GIS - 2014

**Projects**

**Energy Study for Kendall EcoDistrict**

The Ecodistrict Committee conducted an energy study of the demands and opportunities for renewable energy production to support the future growth in the MXD district. The IDCPC builds off that study to analyze the feasibility of district energy expansion.

**Implement Enhanced TDM Measures**

The CRA worked with the City and building proponents to design more aggressive Transportation Demand Management programs for office and residential uses consistent with the K2 Plan.

**Ecodistrict Governance**

The KSA established an Ecodistrict Committee of stakeholders, including the CRA, the City, and local property owners to undertake district sustainability projects.

**Remediation on the MXD District's North Parcel**

Much of the development in the MXD pre-dates the current soil remediation regulations required by the state. Redevelopment of these properties, such as the 145 Broadway Project, requires new testing and mitigation measures.

**Tenant Guidelines for Sustainable Fit Out**

New MXD buildings will be designed to achieve LEED Gold standards. BxP also includes sustainable tenant guidelines in their leases, to educate tenants and influence occupant behavior toward more energy and water efficient practices.

**Increase Tree Coverage**

The 2017 and 2018 IDCPC includes a tree inventory of Kendall Square. The CRA will work with BxP and other property owners to increase tree coverage on streets and open spaces.

**All buildings to be LEED Gold & Solar Ready**

The MXD Zoning requires all infill development to be designed to LEED Gold standards, be wired for solar energy production, and commissioned for environmental performance.

**Remove 4:1 Gallons of Wastewater**

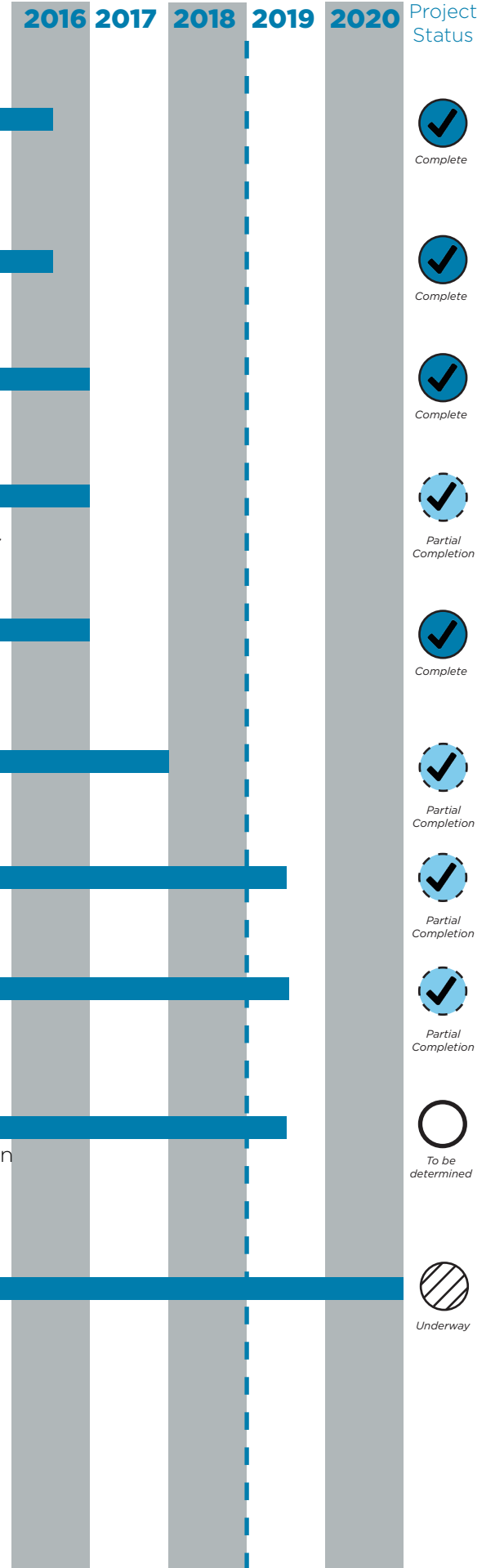
In compliance with state regulations, new development must remove four gallons of wastewater volume from the combined sewage systems in the area for every gallon of new sewage discharged into that system.

**Measures to Contain Stormwater**

DPW enforces strong stormwater requirements for new construction to retain specific volumes of rain water. The CRA worked with BxP, DPW and the KSA Ecodistrict Committee to explore district based solutions to stormwater management, and will continue to explore options for stormwater solutions.

**Design and Install Resiliency Measures for T-Station**

The Kendall MBTA Station may be vulnerable to flooding during high water events in the future, and the KSURP EIR requires resiliency measures to protect the Kendall station. As part of the 325 Main Street project, BxP is working with the MBTA to redesign the Kendall Plaza headhouse.



## HOUSING AND NEIGHBORHOOD IDENTITY

The KSURP Amendment added a significant new emphasis on mixed-income housing development. The affordable housing requirements in the KSURP and MXD Zoning are some of the highest requirements in Cambridge. The plan increases the on-site inclusionary housing requirements from a functional 11.5% to 20% of the GFA of new residential development. An additional 5% of the GFA is required for middle income households, but is exempt from the MXD GFA cap. A further 5% of the overall housing portfolio must also be three-bedroom units designed for families, and be included in the 25% below market rate housing.

The IDCP will deliver approximately 425 units of housing, including roughly 100 below-market rate units. These are in addition to the 280 units of housing at 88 Ames, 36 of which are below-market rate.

Metrics:	2018	2020
Total number of Housing Units	280	
Quantity and size of Affordable Housing Units	36	
Studios (375-460 sf)	15	
1 Bedrooms (526-614 sf)	12	
2 Bedrooms (800-880 sf)	7	
3 Bedrooms (972-1,048 sf)	2	
Participants in Planning Activities (2016-2017)	754	
Number of Educational & Cultural Events	209	

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Construction underway at the 88 Ames Street “Proto” building. Proto provides 200,000 SF of residential development totaling 280 units of new housing and 36 affordable units.

Along with new housing opportunities, the K2 Plan and the KSURP set out to create a more vibrant neighborhood in Kendall Square. This includes public space programs, neighborhood placemaking, cultural amenities, and street activation designed to create a complete 18-hour community within the intense commercial and research environment of Kendall Square. The IDCP will include a Retail Plan that will outline targets for new vendors with the goal of balancing the retail composition in the MXD to provide commonly needed goods and services for the neighborhood.

The CRA worked with the KSA and property owners to implement a wayfinding program for the neighborhood, and CRA staff are involved a part of the KSA Placemaking Committee.



## Projects

### Main Street Reconstruction

The K2 Plan identified improvements to Main Street as a key public realm need. In response to the K2 Plan, DPW redesigned and constructed Main Street.

### Kendall Square Wayfinding Kiosks

The CRA, along with multiple property owners in the area, worked with the KSA to design and install wayfinding kiosks to establish Kendall Square's identity and enhance orientation for visitors.

### Grocery Store and Pharmacy

As part of their NoMa/SoMa project, MITIMCo has designed and leased space for a grocery store and pharmacy, which will provide Kendall Square nearby access to basic essentials.

### Ames Street Residences

88 Ames Street delivered 280 units of housing with 36 affordable units. The project also includes second floor space for Bank of America and ground floor retail space.

### Broad Museum Redesign

The CRA has approved the redesign of the Broad Institute's DNatrium. The lobby museum area of 415 Main Street will provide public educational displays on genetic research and medical applications, and create a more engaging ground floor on Main Street.

### Kendall Innovation History

Through a Forward Fund grant, the CRA funded Innovators for Purpose to design a Looking Glass Sculpture on Galaxy Park. The CRA is exploring other creative ways of broadcasting Kendall Square's history and innovation through outdoor public displays or other media with the KSA Placemaking Committee.

### 135 Broadway Residential Project

The IDCP requires BxP to initiate a residential project of 200,000 SF or more before commercial infill development GFA exceeds 325,000 SF. Designs for the 135 Broadway project will soon be under review.

### Public Meeting Space

The 8th Floor Opportunity Space will make meeting rooms for tech and workforce training programs available to the public. The CRA is working to inventory and assess further needs for contemporary public meetings and events in Kendall Square.

### Events and Outreach

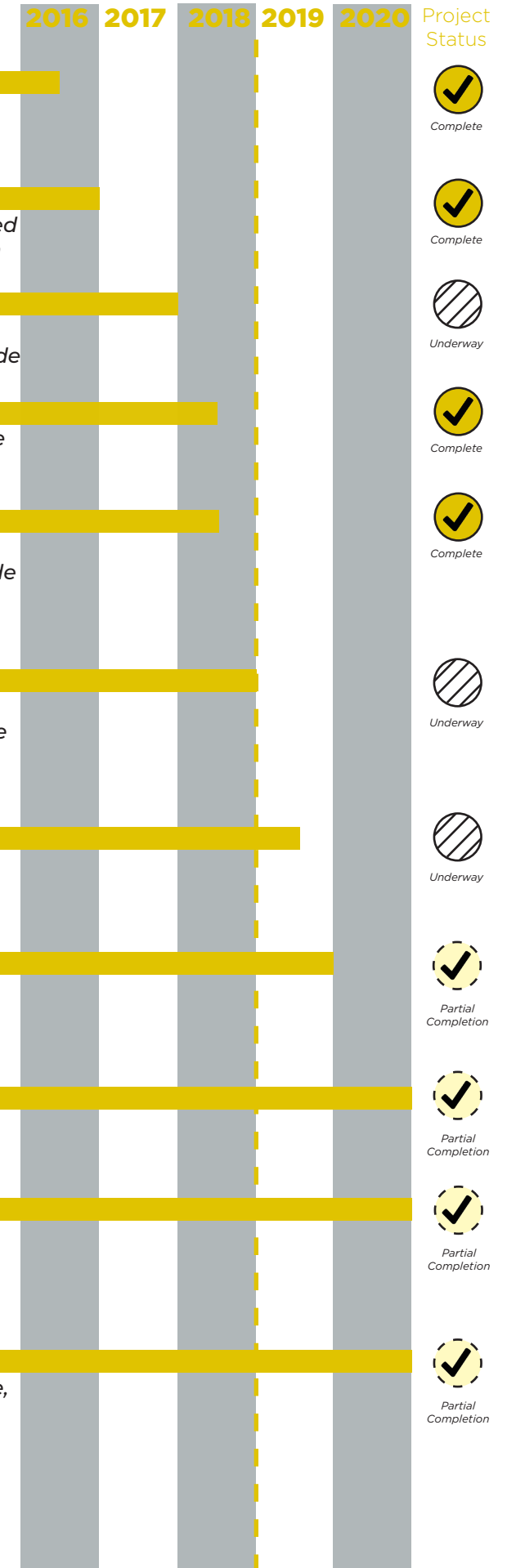
The CRA is expanding its efforts to engage the community in planning efforts and encourage the expansion of resident participation in cultural and scientific events in Kendall Square.

### Public Art Program

The CRA has worked with the Cambridge Arts Council and Community Arts Center to expand public art installations in Kendall Square. Two children's groups from the Cambridge Arts Center have created Totem and Imagination Mural installations for Parcel 6.

### Outdoor Lighting

Taking into account the work of the Outdoor Lighting Task Force, the CRA has sought to upgrade pedestrian-oriented lighting in public spaces to increase the sense of comfort, safety, and vibrancy. Lighting has been improved on Main Street and the 6th Street Walkway. The CRA is working with property owners to ensure future developments have fully cutoff fixtures to reduce light pollution.





## KSURP Objectives

A) To secure the elimination and prevent the recurrence of blighted, deteriorated, deteriorating, or decadent conditions in the project area;

B) To insure the replacement of such conditions by well-planned, well-designed improvements which provide for the most appropriate reuse of the land in conformity with the general plan for the City of Cambridge (the "City") as a whole and with definite local objectives, which objectives are:

1. The provision of land uses which maximize job opportunities at a variety of skill levels within Kendall Square's knowledge and innovation based economy, including blue-collar and non-professional white-collar employment, for present and future Cambridge residents, upgrade Cambridge workers' skills and wages in a manner commensurate with the cost of living in Cambridge, and help stabilize the City's economic base and maximize the provision of local jobs;

2. The improvement of land development and design to facilitate multi-modal circulation, emphasizing transit, pedestrian, and bicycle travel;

3. The improvement of public transportation facilities, infrastructure and utilities, open space and other public realm improvements;

4. The improvement of material handling and freight access to and within the project area; and

5. The provision of a decent, pleasant, and humane environment involving a mixture of those land uses needed to produce balanced development;

C) To capitalize on the location of rapid transit facilities to maximize the full socio-economic potential of the project area with transit-oriented land uses and densities, and consistent with the other objectives stated herein;

D) To promote economic development which strengthens the City's tax base without unacceptably impacting upon

the physical, social, and cultural environment;

E) To establish the minimum necessary land use controls which promote development, yet protect the public interest and the common good; with a flexible set of controls which are adaptable to both current and future market conditions;

F) To create an urban environment that encourages innovation, entrepreneurship, and creative interaction;

G) To secure development in the shortest possible time period to be responsive to economic conditions and housing demand;

H) To relate to development controls in the surrounding area;

I) To provide economic development opportunities for residents of the existing surrounding neighborhoods, including East Cambridge, Area Four, and Wellington Harrington;

J) To help alleviate problems of mobility throughout the surrounding neighborhoods for all modes of travel and goods movement;

K) To achieve harmonious visual and functional relationships with adjacent areas;

L) To establish a sense of identity and place for Kendall Square and integrate it into the built environment including public open space;

M) To encourage the development of Kendall Square as an activity center in which to live, work, play, and learn;

N) To promote neighborhood safety, public health, and wellness through universal access and active environmental design; and

O) To promote both environmental sustainability and climate change resiliency through resource efficient development and district level infrastructure planning.

## ENDNOTES

### TRANSPORTATION

**Total Daily Vehicle Trips:** Includes to average annual weekday traffic in Kendall Square as collected by VHB in September 2018.

**Mode-Share %:** Percent of Kendall Employees who walked, biked, drove, took transit, carpooled and worked from home as reported in the City's 2018 parking and transportation demand management report.

**Bike-share Usage:** Data gathered from Hubway/Blue Bikes 2016-2017 data. During that time two bikeshare docks were located in the MXD, the station in front of 255 Main Street and the 250 Binney Street dock.

**Number of Traffic Incidents Resulting in Injury:** Data gathered from the Cambridge Police Department's 2017 crash data for bikes, pedestrians and drivers.

### OPEN SPACE

**Area of public open space (sf):** Calculated by aggregating the number of public open space in the MXD either through ownership by the CRA or City of Cambridge, through easement or deed restrictions, dedication by covenant or comparable legal instruments, or through lease agreements of 99 years or longer.

**Qualitative Open Space Survey Data:** See survey summary in the attached appendix. Data was collected from May-September in 2018.

**Pedestrian Activity:** Data provided by Soofa and Boston Properties for the month of May, 2018 from the bench located on the Kendall Plaza. The weekday pedestrian counts (Monday - Friday) were averaged to determine a single pedestrian activity number.

**Funds Invested in Park Upgrades:** Funds invested in park upgrades in the MXD from 1/2016 - 12/2018. Projects include Galaxy Park, Grand Junction Park, 3rd & Binney Street and the 6th Street Walkway.

### ECONOMIC DEVELOPMENT

**Total Employment:** Count of all employees in MXD buildings, as provided by Boston Properties, personal correspondence and 990 Tax forms for the Broad and Whitehead Institutes.

**Number of Retail Establishments:** Research conducted by the CRA and are updated as of December 2018. Retail establishments do not include banks.

**Square Feet of Innovation Space:** Data includes innovation space as determined by the definition of that space in the MXD zoning. As of December 2018 innovation space includes all of CIC's 245 Main Street Space.

**Number of Start-up Companies:** Defined as less than 15 employees, run by sole proprietor(s)/business founders and have been in business less than 7 years. Data provided by CIC.

### SUSTAINABILITY

**Energy Use per SF of Commercial Space:** Data provided by the City's Building Energy Use Disclosure Ordinance reports from 2017. Energy use was aggregated for average weather normalized energy use and total green house gas (GHG) emissions.

**Greenhouse Gas Offset from Co-generation:** Biogen IDEC has a 5.3 MW natural gas turbine with a heat recovery steam generator. Reporting from their organization notes that their system avoids 36,000 metric tons of GHG emissions annually as a result of having that system. Whitehead also converted to using waste steam from Veolia's plant in mid 2018. This estimated annual GHG emission reduction is 1,450 metric tons.

**Stormwater Capacity Increase in Area:** Provided by Cambridge DPW for 88 & 75 Ames and 300 Binney.

**Number of Trees:** Data collected from the City of Cambridge's Tree Inventory.

### HOUSING AND NEIGHBORHOOD IDENTITY

**Total number of Housing Units:** All units are provided from the 88 Ames Street Proto building.

**Quantity and size of Affordable Housing Units:** Data provided by Boston Properties leasing office and the MXD zoning requirements.

**Participants in Planning Activities:** Data collected from sign-in sheets from CRA Board meetings related to the KSURP, IDCP approvals, 145 Broadway, Galaxy Park Design, Grand Junction Park Design, as well as participation on BxP's Kendall Square(d) coUrbanize site, 2016 and 2018 Parking Day events, and Open Space Survey Participants.

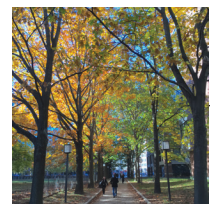
**Number of Educational & Cultural Events:** Data gathered from Google, Boston Properties, The Broad Institute and City of Cambridge events.

# Appendix: 2018 Kendall Square Open Space Survey Results

## WHO RESPONDED?

Responses	<b>186</b>	Lives in KSQ	<b>37</b>
Online	<b>109</b>	Works in KSQ	<b>141</b>
In Person	<b>77</b>	Visitors	<b>14</b>
Average Age	<b>40</b>	Other	<b>7</b>

## WHICH KSQ OPEN SPACES WERE COVERED?



6th St. Walkway



Danny Lewin Park



Grand Junction Park



Roof Garden



Kendall Plaza

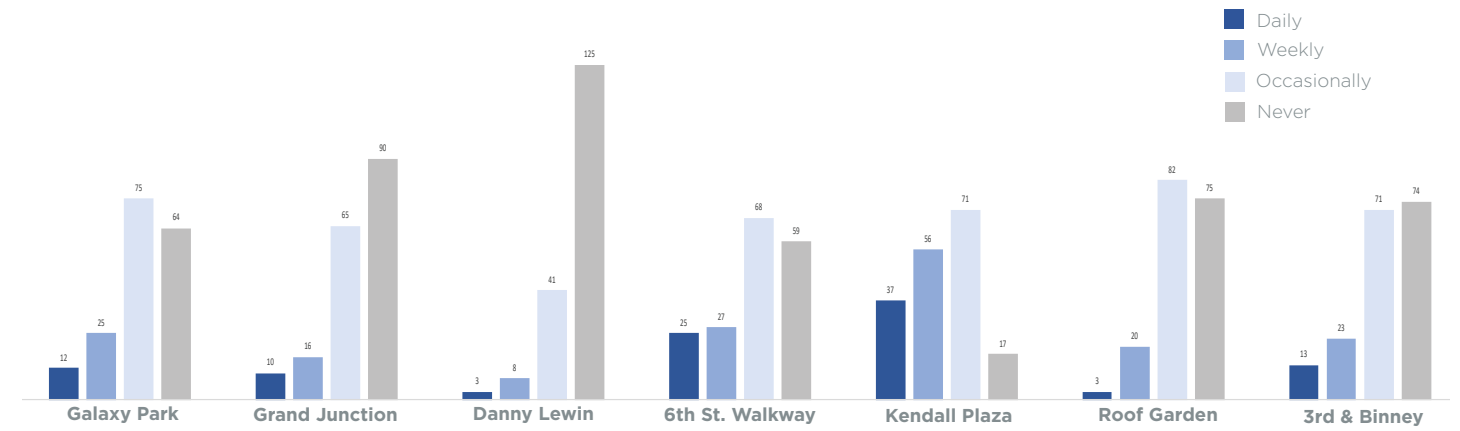


Galaxy Park



3rd and Binney

## HOW OFTEN DO PEOPLE USE KSQ OPEN SPACES?

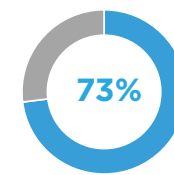


37% of respondents visit at least one of KSQ's open spaces **daily**

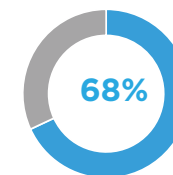
71% of respondents visit at least one of KSQ's open spaces **weekly**

99% of respondents visit at least one of KSQ's open spaces **occasionally**

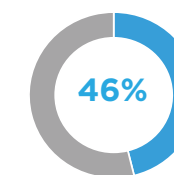
## WHY DO PEOPLE VISIT KSQ OPEN SPACE?



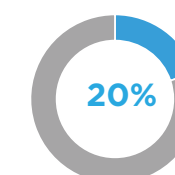
Commute/passing through



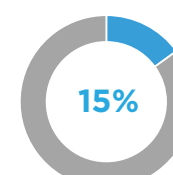
Lunch/break from work



Leisure and relaxation

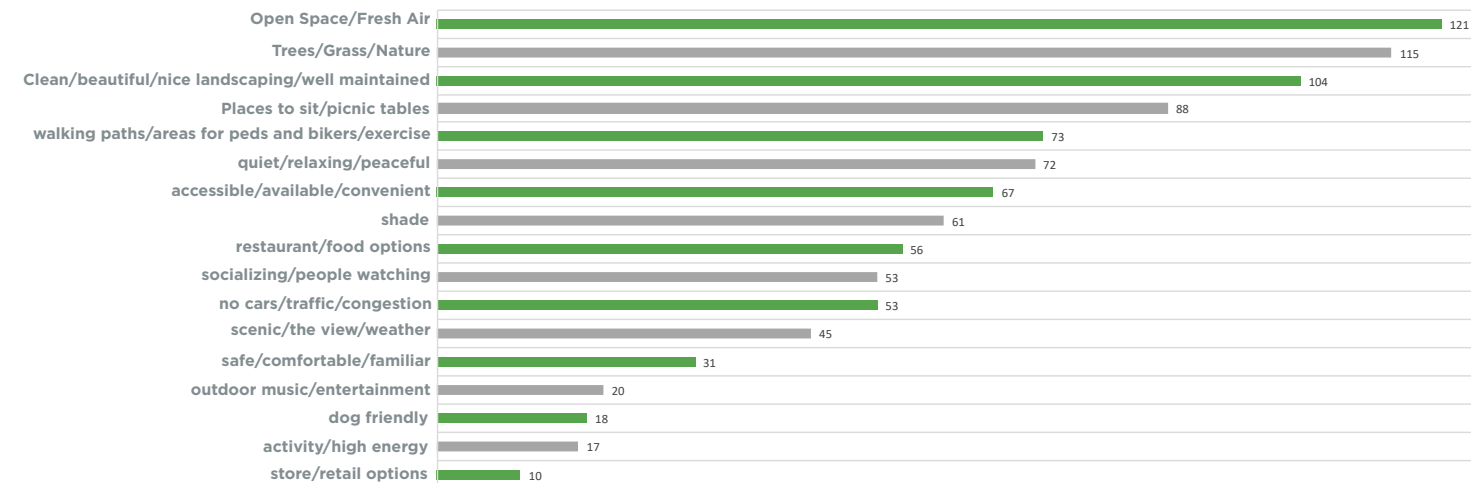


Exercise



Attend an event/function

## WHAT MAKES KSQ OPEN SPACE MOST APPEALING?



## WHAT DO PEOPLE WANT TO SEE IN THE FUTURE?



More programming



More greenery & open spaces



More seating & shade



More transportation amenities